

Georgia's Impact Project Executive Summary

Georgia has the eighth largest state prison population in the nation, and ranks fifth nationally in incarceration rates at 550 prisoners per 100,000 adults. Georgia also leads all other states with 6.8% of all adults, or one in fifteen, under some form of correctional supervision. Over 15,000 inmates are released each year from Georgia prisons. Over 36% of released inmates will be convicted of a new felony or misdemeanor offense within three years of their release. Recently, youth violence has placed the issue of reentry at the forefront for the public, law enforcement officials, schools and the community. Juveniles comprise a serious part of the reentry concerns throughout the country. National estimates from 1999 show that juveniles were involved in 16% of all violent crime and 32% of all property crime in the United States.

Following national requirements, Georgia's Reentry Project can be divided into three phases:

- *Making a Plan:* Protect and Prepare: Institutionally-Based Programs
- *Coming Home:* Control and Restore: Community-Based Transition
- *Staying Home:* Responsibility and Productivity: Community-Based Long-Term Support

The Reentry Steering Committee (RSC), as required by the solicitation, is an example of the collaborative partnership of state decision makers comprised of executives from:

- Criminal Justice Coordinating Council (the lead agency)
- Georgia Department of Corrections
- Department of Juvenile Justice
- State Board of Pardons and Paroles
- Department of Public Safety
- Department of Human Resources
- Department of Technical and Adult Education
- Workforce Investment Board
- Department of Labor

At the local level, partners will include local executives of the aforementioned agencies, heads of local government agencies and faith and community-based service organizations

State leadership supports the transitional center concept and promotes the expansion of such a program throughout the State of Georgia. If successful, this grant will allow the RSC to build upon the foundation laid by the executive and legislative branches. The Georgia RSC has selected five potential metropolitan statistical areas (MSA) and one community to serve as locations for the Georgia Reentry Project. The MSAs are Albany, Atlanta (for juveniles only), Augusta, Macon and Savannah; the selected community is LaGrange. If selected, Georgia is eligible to receive up to \$2,000,000 over three years to develop and implement an effective reentry protocol.

I. PROBLEMS TO BE ADDRESSED (5 POINTS)

A. THE PROBLEMS

This is a joint application encompassing the adult and juvenile correctional systems. Georgia has the eighth largest state prison population in the nation, and ranks fifth nationally in incarceration rates, at 550 prisoners per 100,000 adults. Over 15,000 inmates are released each year from Georgia prisons. Under current practices, 36% of those 15,000 will be convicted of a new felony or misdemeanor offense within three years of their release.

While the body of knowledge addressing effective strategies for reintegrating offenders has grown dramatically during the past two decades, Georgia continues to employ a decades old reentry model focusing primarily on employment related concerns. A “one size fits all” approach is used that fails to recognize the individual criminogenic needs of the offender. No comprehensive assessment is employed that would identify these unique criminogenic needs.

Moreover, even if Georgia was utilizing the current best practices with incarcerated adult offenders, the effectiveness of reentry would be diminished dramatically due to the lack of a well-planned, coordinated, comprehensive community reintegration strategy. Currently, there is no linkage to coordinate effective reentry between the institutional phase and the community phase. Upon release, very little information is shared across agency boundaries or with the community about the offenders’ conduct, training, treatment and education received during the prison portion of the sentence. Community programs do not typically communicate with one another or with correctional officials to insure that programs are available that match offender needs and are delivered in the appropriate manner. Due in part to this lack of communication, most communities have not developed a comprehensive assessment of the resources that are actually available. As a result of these gaps and deficiencies, at the moment of release, offenders frequently return to their previous criminal associations and activities.

B. ANALYSIS OF THE POPULATION

During 2001, only 9% (a total of 1,051 - 840 men and 211 women) of Georgia's adult inmates were released through transition centers, which consist of a work release program in transition centers located in four metropolitan areas. This reentry process focuses almost exclusively on inmates working a "paying job" in the community during the day and returning to the center at night to receive basic correctional programming. As the transition centers are currently operated, 25% of inmates completing the program are re-convicted of a new offense within three years of release. This is significantly lower than those released directly from prison, as previously mentioned. Georgia is currently doubling the capacity of transition centers so that by 2004, at least one in five prisoners will leave prison through a transition center.

Over 90% of offenders released from custody receive only a \$25 check, as state law does not allow inmates to be paid for work performed while in prison. However, those offenders who benefit from the services of a transitional center are often released with \$2,000 to \$3,000 in savings, a stable residence and employment. Despite the efforts of the state's probation and parole officers, many offenders without existing pro-social family and community supports will fail to successfully reenter society.

In Georgia, the state Department of Juvenile Justice (DJJ) is responsible for all of the secure juvenile institutions and all aftercare (re-entry) services for juvenile offenders returning to the community from institutional placements. More than 50,000 youth pass through DJJ's system each year, the majority of which are served in non-secure, community programs. Youth leaving secure facilities find many of the same barriers as adults; primarily the lack of a well coordinated, comprehensive reintegration program in the community. DJJ is currently in the process of creating additional specialized institutional programming for serious, violent and

chronic offenders, while simultaneously restructuring its Division of Community Services (DCS) through the a regional service plan for all its community programs. Additionally, DJJ will introduce a comprehensive, integrated classification system on July 1, 2002. This classification system will guide DJJ in the placement and support of all juvenile offenders within its jurisdiction and will provide enhanced identification and supervision of serious, violent and chronic offenders. Thus, the “Going Home” initiative provides an ideal opportunity to support existing efforts by DJJ to enhance services to this population.

II. PROJECT’S GOALS AND OBJECTIVES (5 POINTS)

GOAL 1: PREVENT REOFFENDING

The Reentry Steering Committee, through this grant, proposes to enhance the existing reentry planning process by:

- beginning the reentry planning process two months prior to the juvenile’s release into the community and for adults upon admission to the transition center, the transition team will communicate with primary service providers in the local community while the offender is still incarcerated; and
- initiating reentry planning with the full engagement and understanding of the adult offender, six to nine months prior to the inmate’s release into the community; and
- identifying needs of individual offenders by completing a comprehensive risk/needs assessment and providing appropriate intervention during the remainder of custody; and
- utilizing local law enforcement, probation and parole to actively supervise and insure the offender’s compliance with the agreed upon reentry plan, and when necessary apply graduated sanctions for noncompliance.

GOAL 2: ENHANCE PUBLIC SAFETY

The RSC proposes to enhance public safety by:

- insuring that those adult offenders released under community supervision are monitored by both community corrections officers and local law enforcement
- insuring that those offenders released with no mandated supervision to follow are monitored by local law enforcement to hold the offender accountable and protect the public
- using electronic monitoring technology to insure that selected high-risk adult offenders are effectively supervised and pose no undue threat to public safety

- insuring swift, certain and proportional responses to every violation including new criminal activity
- insuring that reintegration plans are continually reassessed and modified to meet the offender's risk and needs

GOAL 3: REDEPLOY AND LEVERAGE EXISTING COMMUNITY RESOURCES

The RSC proposes to utilize federal funds to improve existing local efforts and create a new, comprehensive statewide reintegration model by:

- building on the existing Savannah Impact Program (SIP) model and customizing it to fit the needs of other local communities and the juvenile justice system
- replicating the SIP model in other geographically and demographically diverse areas who release large numbers of youthful offenders back into the community
- completing community assessments leading to the leveraging of other programs' assets to implement the SIP model statewide
- solidifying the existing relationships and partnerships between federal, state and local agencies and targeting those offenders going home to the community
- building nonexistent, but needed, relationships with other organizations and agencies based on contact suggestions provided at all levels of communication (state, regional and local)
- enhancing the availability and quality of services in the local communities, based upon the aforementioned community assessments

GOAL 4: ASSIST THE OFFENDER TO AVOID CRIME, ENGAGE IN PRO-SOCIAL COMMUNITY

ACTIVITIES AND MEET FAMILY RESPONSIBILITIES

Recognizing the importance of family involvement and the offender's participation in pro-social activities, the RSC proposes to:

- promote a positive relationship between the offender and the community (e.g. family, friends, service providers, employers, faith-based groups, etc.)
- require that each offender be a productive member of society
- facilitate family reunification and the establishment of positive support networks

GOAL 5: ENSURE PROGRAM SUSTAINABILITY

The RSC plans to utilize any additional funds as seed money to prove the need and usefulness of the project and focus existing resources by:

- maximizing the usage of existing community and agency resources by insuring broad government and community support to continue those relationships facilitated by the project
- building upon SIP's model of collaboration between local and state interests
- promoting the usefulness of the program by employing effective media relations strategies to educate Georgia citizens concerning community and public safety

III IDENTIFY THE TARGET POPULATIONS (5 POINTS)

A. TARGET POPULATIONS

ADULT TARGET POPULATION

Georgia's index crime rate is 4,046 incidents per 100,000. There are several locations throughout the state where crime rates are significantly higher than the statewide average. These are also six areas where the DOC currently operates transition centers designed to assist in the prisoner reintegration process, or, are building new ones. Over 55% of crimes reported in Georgia in 2000 were reported in these six locations, covering 22 of Georgia's 159 counties. In an effort to maximize the safety of Georgia citizens, the Georgia Reentry Initiative will target these high crime locations (**Exhibit 1**).

Exhibit 1: Adult Target Reentry Locations

Location	Counties	Crime Rate	Percent of Statewide Crime	Transition Center Capacity
Georgia	159	4,046	100%	2,021
Albany	2	5,348	2.0%	150
Atlanta	5	5,318	45.3%	919
Augusta	3	4,400	4.0%	200
LaGrange*	4	3,680	1.3%	150
Savannah	3	5,317	4.9%	474

*Although the LaGrange target location has a lower than average crime rate, there is heavy population growth there. A new transition center is being built there as a proactive crime prevention approach.

JUVENILE TARGET POPULATION

Approximately 2,500 youth are committed to DJJ and placed in long term Youth Development Centers (YDC's). The average length of stay for these youth is 6-9 months. The most serious juvenile offenders, Designated Felons, receive minimum sentences of 12-24 months with aftercare periods ranging up to 36 additional months. Designated Felons encompass the most serious offenders in the state's juvenile justice system and include youth charged with aggravated assault, multiple burglaries, and those tried as adults for violent crimes who are returned to the juvenile system. Additionally, approximately 5,900 youth are placed in short term, staff-secure programs for periods of 1-3 months.

Under the DJJ's new classification system, it is estimated that 14%-18% of all YDC youth will be categorized as serious, violent or chronic offenders. Serious offenders are those adjudicated for any felony offense. Chronic offenders are those adjudicated for three or more delinquent offenses, including misdemeanors. Violent offenders are those adjudicated for homicide, rape or other felony sex offenses, kidnapping, robbery, or aggravated assault. These violent offenders are primarily Designated Felons and comprise a relatively small number of youth statewide (292 youth in FY 01), because most serious, violent juvenile offenders are waived to adult court and are handled by the adult correctional system. However, a significant number of these youth, primarily those charged with aggravated assault, remain under DJJ supervision while 30%-40% of youth waived to the adult system are returned to the DJJ system and are placed in institutions. Thus each year, there is a small but significant population of violent offenders re-entering their communities from DJJ institutions. There is also a larger number of serious and chronic offenders identified as at high risk for future violent behavior. It is this latter population that will more effectively be identified through the Department's new

classification system and, along with violent offenders, be targeted in the proposed re-entry program.

B. PLAN TO SELECT OFFENDERS TO PARTICIPATE

ADULT OFFENDERS TO PARTICIPATE

The Georgia Reentry Initiative will target inmates between the ages of 25 and 35, who through assessment or criminal histories, are considered high risk of reoffending and are released through transition centers in any of the six target locations (**Exhibit 2**).

EXHIBIT 2: ADULT TARGET POPULATION

TARGET LOCATION	INMATES RELEASED ANNUALLY	INMATES 25-35 YOA	VIOLENT 25 – 35 YOA	REPEAT 25 – 35 YOA
ALBANY	333	132	33	71
ATLANTA	4,138	1,638	360	868
AUGUSTA	588	266	40	146
LAGRANGE	297	115	25	56
MACON	482	178	59	105
SAVANNAH	910	348	77	113
TOTAL	6,748	2,677	594	1,359

The annual number of eligible offenders (ages 25 – 35) released to the target locations numbered 2,677 in 2001. The total number of offenders (ages 25 – 35) released with violent and/or repeat criminal histories is between 600 and 1300 (since some offenders may be both violent and repeat offenders). The DOC does not currently classify offenders based on the use of validated risk/needs instruments, therefore the precise number of offenders released through transition to the targeted areas that pose a high risk to re-offend is difficult to estimate, but is projected to be closer to 1300 than 600.

Approximately 65% of the target population reported a minimum or lower socioeconomic status at the time of their arrest; over 50% were unemployed and over 60% reported abusing alcohol or other drugs. One quarter reported criminality in their immediate

family (other than themselves) and on average they had two children. The average reading level of the target population was between 7th and 8th grade, and the average sentence length was six years. These data demonstrate the existence of significant criminogenic needs among the target population that can be addressed through a well-coordinated, comprehensive reentry program.

The Georgia Department of Corrections is currently nearing completion of the process of selecting a risk/needs assessment instrument for use throughout the department. During a previous administration, the assessment tool used by the department was discontinued. Most likely, the choice will be the Northpointe COMPASS, which is one of the nationally recognized tools used to assess the risk to re-offend, tendency toward violence, and compliance with rules of community supervision. The needs scale identifies areas which are associated with criminal behavior so that interventions may be targeted.

Prior to the beginning of the initiative, the tool will have been selected and staff trained on proper application. The tool will help DOC identify those offenders who are the highest risk to re-offend and those with the highest need for services. Due to the high number of inmates in the DOC system, validation of the assessment instrument is only expected to take between six and twelve months.

Narrow-band assessment instruments that are used include: Addiction Severity Index, Wide Range Achievement Test, TABE and SAGE for education and vocational aptitude and PICTS, which measures level of cognitive functioning. Based on the results of the assessment instrument, offenders will be placed in interventions that address the criminogenic needs. DOC offers programming that targets those behaviors/deficits most closely related to criminal behavior and re-offending. The primary program areas are: Substance Abuse, Cognitive-Behavioral, Academic/Education and Vocational Programs.

The substance abuse programs are designed on the NIDA Principles of Effective Intervention. They vary in intensity from psycho-education to process and relapse prevention groups. The cognitive-behavioral curriculums include Reasoning and Rehabilitation, MRT and Thinking for a Change. The department offers a total of 26 different vocational and OJT programs. Educational offerings include GED, ABE and literacy.

JUVENILE POPULATION TO PARTICIPATE

The DJJ Serious, Violent, Chronic Offender Program (SVCO Program) will first be piloted in Fulton County and will target Designated Felons and serious chronic offending youth who will be returning from secure confinement to reside in Fulton County. Fulton County was chosen as the juvenile pilot site for a number of reasons; Fulton County and the City of Atlanta have committed one of their Weed and Seed surveillance officers to provide after hours tracking for the SVCO program, Fulton County has more Designated Felons returning to their county than other county in the state. Further, there are more resources and infrastructure to provide support and supervision for this population in the Fulton County area.

DJJ has staff in place with an Intensive Supervision Program to assist in the re-entry of this population. Savannah already has a working model with SIP and DJJ intends to expand that model to the Metropolitan Atlanta area. Fulton County has an average of 16 Designated Felons returning home from long-term confinement each year. The county has an average of 13 Serious and Violent youth returning home from long-term confinement each year. Fulton County has an additional 91 youth in long-term confinement returning home and 210 youth from short-term confinement returning to the county.

Selection Criteria

- Male youth aged 12-18 years of age
- 6-36 month secure confinement by commitment order
- IQ in the normal range

- Identified by Integrated Classification System at screening as High Risk
- Will return home to Fulton County upon completion of their secure confinement

Offense Criteria- Youth must also meet one of the three following designations

- Violent Offender: Youth adjudicated delinquent for homicide, rape or other felony sex offenses, kidnapping, robbery, mayhem, or aggravated assault.
- Serious Offender: Youth adjudicated delinquent for any felony offense.
- Chronic Offender: Youth adjudicated delinquent for 3 or more delinquent offenses.

Juvenile Selection Process

1. Youth must meet selection criteria and offense criteria
2. The Fulton County Screening Committee Chair, with Screening Committee concurrence, will review all youth who are recommended for placement at YDC that meet SVCO Program criteria and will contact the SVCO Probation/Parole Officer for referral into program.
3. Youth that have Violent Offenses will be given first priority for SVCO Program, followed by Serious Offenders, and finally, Chronic Offenders.
4. SVCO Probation/Parole Officer will review case and determine if a program slot will be available upon discharge date

IV. ORGANIZATIONAL CAPACITY (25 POINTS)

A. LEAD AGENCY

Criminal Justice Coordinating Council (CJCC): The CJCC, has for more than 20 years, served in an advisory capacity to the Governor, the judiciary and the members and staff of the legislature on issues impacting the Georgia criminal justice system. The Council itself includes members representing the judiciary, prosecutors, state law enforcement agencies, corrections, parole, county sheriffs, and juvenile justice. The CJCC manages ten of millions of dollars in grant monies including Byrne, RSAT, VOITIS, VOCA and other grants, and collaborates with state and local agencies on numerous projects.

Additionally, CJCC serves as a statewide resource center for criminal justice information and research, and houses the Statistical Analysis Center. The CJCC's broad base of experience

working not only with criminal justice agencies and victims groups, but also with community leaders throughout the state, makes it uniquely positioned to serve as the project's lead agency.

OTHER PROJECT MANAGEMENT PARTNERS

The CJCC shares a close and cooperative working relationship with DOC, DJJ and other state partners. The adult agencies, primarily the DOC and SBPP have had extensive experience as partners with numerous community organizations to provide services to offenders for drug treatment, mental health services, employment, family support and education. Three such collaborations include Transition Aftercare for Probationers and Parolees (TAPP), a partnership with local mental health services providers to better coordinate the transition process for mentally ill offenders from prison based treatment to community outpatient services. A second initiative is The Offender, Parolee and Probationer State Training Employment Program (TOPPSTEP) that also includes the Department of Labor, and ensures that every offender released from incarceration has proper identification, a resume and training about effective strategies for gaining employment.

The aforementioned agencies are also completing the first year of operation of a first ever Georgia Day Reporting Center (DRC) that provides intensive treatment services for 125 adult probationers and parolees. The DRC was created with a board of advisors drawn from among community leaders in and out of the criminal justice arena. The agencies have solicited the assistance of local physical and mental health officials, educators, volunteers, victims groups and law enforcement to develop a comprehensive set of intensive services in the DRC that are based on the "What Works" literature.

Finally, Phase III of the Georgia Reentry Project will be modeled after the Savannah Impact Program (SIP). SIP is a local/state partnership including the City of Savannah, Savannah Police Department, DOC, SBPP, DJJ, DOL, Department of Education and community service

providers. SIP targets high risk juvenile and adult offenders, including those recently released from prison, and combines intensive surveillance with assistance in education, employment, substance abuse treatment and cognitive/behavioral risk reduction programming. Probation, parole, juvenile justice, and local law enforcement offices are co-located where, quite literally, they are all in one big room. Agencies share a data set on offenders. All state and local agencies meet periodically as a group. The DOC also ensures that prison-based case histories are forwarded to probation and parole officers. Police officials actually see the offenders under supervision and are provided with home addresses for each offender.

STRATEGIC PLANNING EXPERIENCE

The State of Georgia requires every agency to develop and use strategic planning to guide major initiatives. CJCC, DOC and DJJ have many years experience developing and working under a strategic plan. Other state agency partners in the project also develop and work under strategic plans.

COMMITMENT TO EVALUATION

CJCC strongly supports and requires evaluations of all programs funded with grant money. The lead agencies have a number of program evaluations underway and routinely track important indicators of success, such as drug screens, violations of the conditions of supervision, arrests, and recidivism. The DRC is undergoing a rigorous process and outcome evaluation through a noted criminal justice researcher at Georgia State University. The agencies are committed to a meaningful evaluation of the reentry program.

COORDINATION

The vision for coordinating activities and communication at the local level is being set by Savannah Impact, the pilot site. Under the broad guidance of the statewide RSC, the local RSC's will be responsible for local activities. A statewide reentry coordinator, to be employed by

CJCC, will insure that coordination and communication exists between the local sites, as well as with the statewide RSC.

Specific activities that have been implemented or are under review include: requiring quarterly local RCS meetings, integrating computer-based case management systems, video-streaming for training and conferencing, sharing of data sets and reporting offender progress via the internet, and requiring annual updates that document progress toward stated goals and objectives. Finally, the statewide reentry coordinator will keep the state level RSC members informed of progress at the local level.

B. LOCAL READINESS

1. DECISIONMAKERS

The Georgia reentry project will begin in Savannah and quickly roll out to Albany, Atlanta and other target locations. Memoranda of understanding have already been received from local partners (attached) in Savannah. Officials in the City of Albany have also engaged in extensive conversations and planning. Numerous community organizations are participating in this planning process. Local governments and community groups in all of the reentry communities have been contacted and are anxious to bring reentry to their cities.

Mayor of Savannah – Through Mayor Floyd Adams, Jr. and his city manager Michael Brown, the city has demonstrated its commitment to all aspects of reentry. The city contributed both financial resources and personnel to the project. The mayor is anxious to further explore how the city can be more effective at managing high-risk offenders, and in so doing, showcase Savannah as the example to be replicated in other communities.

Court officials – District Attorney Spencer Lawton and the judges of the Eastern Judicial Circuit have supported the development of Savannah Impact and continue to support collaboration and increased community involvement to further its effectiveness. The district attorney has directed

his Victims Witness Assistance Program to discuss ways that offenders can make restitution and restoration.

Savannah Probation Office and Savannah Parole Office – Chief Probation Officer Joe Cafiero and Chief Parole Officer Jay Lacienski. These two managers, with full support from their agency heads, hold key leadership roles in creating and implementing Savannah Impact. They are deeply committed to its success and to incorporating a wider involvement from other community partners. Their decision to place staff together with local law enforcement at Savannah Impact demonstrates their willingness to collaborate to solve complex problems.

Savannah Police Department -- Chief of Police Dan Flynn has demonstrated his support by assigning police officers to the Savannah Impact office. The officers know the offenders and provide increased surveillance as well as assistance for arrests.

Workforce Investment Board (WIB) – The parole and probation officers in Savannah have relied on the WIB to assist offenders in preparing for and gaining employment. The board is an essential participant in any program of offender reentry. Continued funding for the board depends on its success and at moving clients to paid employment. The board will consider changes and innovative ideas that may enhance its effectiveness.

Mental Health/ Mental Retardation/ Substance Abuse (MHMRSA) - The Southeast Coastal Regional Board provides mental health, substance abuse, and mental retardation services in the Savannah Area. This agency provides an array of treatment modalities including outpatient, intensive outpatient, day treatment and residential treatment. MHMRSA has a longstanding commitment to the offender population and to collaboration with correctional officials. In addition, contracted services are provided by The Assessment Project.

Savannah Board of Education - The Savannah school system is already providing services in Savannah Impact through GED testing and literacy programming. The school system is

committed to continuing its involvement and helping more community members acquire high school diplomas. Given that half of the offenders read at or below an 8th grade level, mandates that the school system remain one of the primary providers of services in every reentry community.

Evaluation through Armstrong Atlantic State University - Dr. William Megathlin, Assistant to the University President, who has extensive experience as a professor in criminal justice and in leading evaluation projects, is advising on how the program should be constructed to facilitate a useful evaluation. He also has worked closely with the research and evaluation units of corrections and parole. Moreover, he is one of the members of the CJCC who approves grant applications, many of which require data collection and analysis.

Local Faith/Community Based Organizations – The local level decisionmakers will be critical for identifying local faith and community based organizations that must be involved for a reentry program to succeed. Catholic Social Services and St. Vincent DePaul will assist in reaching volunteers in Catholic churches throughout the area. The NAACP will likewise participate in this process. Reentry project implementation requires that state leaders of community based organizations help identify their local affiliates and other associated groups who may be unknown to local decisionmakers. This step is included in the proposal because it addresses the weak link in building the most comprehensive, community wide response to offender reentry.

Two local organizations have been identified that will participate in the community assessment. Catholic Social Services in Savannah will communicate with the many parishes in the Savannah Catholic community to promote the call for assistance. Citizens United for the Rehabilitation of Errants, (CURE) a local community group in Savannah, has been assisting Savannah Impact to find volunteers. CURE leadership will also participate in the community assessment.

Victim Advocacy Groups – Because the CJCC administers several grants that directly effect victims of crime, agency representatives have formed strong relationships with victim groups and agencies throughout the state. In the areas where the reentry pilot sites will be formed, victim witness protection offices (VWAP), victim non-profits and other victim related groups will be contacted to voice their recommendations for the project.

Families – The families of offenders are often not integrated into the rehabilitation process, so every effort will be made to ensure that their concerns and needs are heard. This process will entail meeting with family members to gain their input. Based on their feedback measures will be established to incorporate them into the rehabilitation process and provide social services to family members.

In Fulton County, the DJJ has an office site set aside to house the SVCO Probation/Parole Officer and the DJJ Fulton Intensive Surveillance Program. The Fulton County Juvenile Court in conjunction with the City of Atlanta have promised one full-time Weed and Seed Surveillance Officer to the SVCO program. With the Department of Juvenile Justice's new regional service plan, comprehensive service delivery plans will be operational in Fulton County by July 1, 2002.

C. STATE READINESS

1. DECISIONMAKERS AND 2. DECISIONMAKER AGREEMENTS

The Georgia reentry program includes a broad-based collaboration among numerous state agencies. The project will begin in Savannah where a substantial collaborative effort is already underway. Savannah Impact will serve as the pilot site for state agency officials and regional leaders with local affiliates, to identify their local decisionmakers, to share the vision and goals of reentry and their commitment to it, and to bring local officials to the table to begin collaboration and planning.

Department of Corrections - Commissioner Jim Wetherington and his three division directors directly responsible for institutions, programs and community corrections are committed to involvement in reentry, to bringing meaningful programming to the prison system, to preparing offenders for release, and to implementing sustainable community based strategies for successful reentry. Every probation office in the state, including Savannah, has an active community service program. This program will serve as the foundation for a restorative justice initiative in reentry to address the needs of victims more clearly.

Department of Juvenile Justice - Commissioner Orlando Martinez is committed to the juvenile justice system being a full partner in the development and implementation of reentry. They are committed to examining all aspects of the juvenile justice system, making changes in policy and procedure as necessary, redeploying staff and other resources and to making other changes to more effectively intervene in the lives of youth.

State Board of Pardons and Paroles - Board Chair Milton E. Nix, Jr. and his senior staff including the field division director and the community based services division director believe that this project is essential for greater levels of success in Georgia's Results Driven Supervision. The division directors are responsible for budgets and staff in the state's 60 field offices. As they have collaborated in creating the SIP program, SBPP has embraced the necessary changes to be more effective with high-risk offenders. The Parole Board will also bring to reentry extensive work with victims.

Department of Human Resources, Division of Mental Health, Mental Retardation and Substance Abuse Services (DHR) - Commissioner Jim Martin. This state agency provides policy development and coordination for regional community service boards that are responsible for establishing levels of service for local communities. DHR is actively involved as a program

partner in TAPP, a project that is enhancing the transition of inmates with mental illness to community support.

Department of Technical and Adult Education (DTAE)- Commissioner Ken Breeden has committed his agency and their technical schools throughout the state as locations for programming. DTAE now partners with SBPP and probation in the Fatherhood Initiative, a program for offenders who owe child support, teaching them the values and benefits of working to support their families.

Evaluations through the Criminal Justice Coordinating Council (CJCC) – Director Gale Buckner and her Program Director II, Eden Freeman will be continually involved in this project. The CJCC, which is the lead agency in this proposal, will coordinate the documentation and collection of data at the reentry sites. CJCC will use its grants administration to carry out whatever levels of evaluation are necessary.

Department of Labor (DOL) and Workforce Investment Board (WIB) – Commissioner Michael Thurmond and Director Gloria Kusmick have committed the WIB to moving offenders to gainful employment. The local WIBs will craft practices that meet the direct needs of offenders and recognize that employment is one of the most important components of successful reentry.

Department of Public Safety – Commissioner Robert Hightower oversees the State Patrol, Georgia Bureau of Investigation and CJCC. He fully supports the CJCC as the lead agency in reentry. He has directed his senior management to create an effective, and system-wide approach to offender supervision. His staff, both locally and at the state level, will participate in community assessments and project implementation. His staff will share criminal history information as necessary, and through CJCC, ensure ongoing communication among all partners.

Faith Based Organizations

St. Vincent DePaul (SVDP) – Alan Urech, President for SVDP in the Archdiocese of Atlanta has offered his help to build interest and capacity in the parish based conferences of SVDP. **Catholic Social Services (CSS)**- The SBPP and DOC are already partners with CSS in One Church One Inmate, a project to match volunteers with inmates to assist in their transition from incarceration to the community. CSS also assists parole and probation in working with immigrant families. CSS can leverage resources not only of the diocese but also, when available from local parishes. *Georgia Community Action Association* – Linda Leachman, President, has offered the support of her office to identify local affiliates and services and to facilitate communication with these local groups as reentry is expanded beyond the original site.

V. PROJECT DESIGN AND MANAGEMENT (30 POINTS)

PLEASE REFER TO PROJECT IMPLEMENTATION TIMELINE IN ATTACHMENT D

A. AUTHORITY AND COORDINATION/PROJECT MANAGEMENT

Georgia is unique in its adult sentencing options and release mechanisms. Offenders can be released from prison after serving 100% of their court-imposed sentence with no community supervision requirements. Offenders can also be released from prison after serving 100% of their court-imposed sentence with mandatory probation supervision following their release. Currently, during the institutional phase as well as the transition phase of the sentence, the DOC has authority over the offender. Offenders can also be released from prison prior to the expiration of their prison sentence via clemency granted by the SBPP, who also supervises those offenders. Finally, those offenders released with no community supervision after imprisonment are under the authority of local law enforcement, just as any other citizen.

The CJCC has been designated as the lead agency and is the sole statewide, appointed body responsible for coordinating interagency law enforcement, corrections, parole, judiciary, prosecutors, victim services, research and evaluation efforts. CJCC will be responsible for

administering the grant, coordinating and facilitating the multi-system collaboration, reporting and evaluation.

The DHR is the statewide partner responsible for all public substance abuse and mental health services. The Community Service Boards, under the leadership of the DHR, will be responsible for mental health service and medication delivery, crisis intervention, and intensive outpatient and inpatient substance abuse services.

The state WIB has responsibility for developing the state strategic plan for workforce training, employment and career development. The WIB will be responsible for individualized offender employment assessment, training, placement and retention.

The DOC has statewide responsibility for offenders in prison, in transition centers and on probation. The DOC is responsible for managing the transition centers, and supervising offenders released to probation in the target communities.

The SBPP has statewide responsibility for selecting inmates for parole and supervising offenders after their release on parole. The SBPP is responsible for supervising offenders released to parole in the target communities.

The DJJ will be responsible for managing the Juvenile Serious, Violent and Chronic Offenders Program pilot site in Fulton County.

The state RSC will be chaired by the chief executive of one of the key state partners selected through nomination and formal vote. Georgia's Reentry Program calls for a statewide reentry coordinator who will fall under the supervision of the CJCC. The Statewide Reentry Coordinator (SRC) will be responsible for:

- serving as the liaison between the RSC and the local reentry initiatives
- coordinating the community assessments and maintaining and coordinating statistical reporting tools and data
- promoting the usefulness of the program by employing effective media relations strategies

- assisting local initiatives in developing and implementing reentry plans within the guidelines established by the RSC.

The reentry authority for Georgia Impact will be the State Board of Pardons and Paroles. Approximately 85% of the targeted offenders will be released prior to the court-imposed expiration of their prison sentence under the authority, and supervision of SBPP. The remaining offenders will be released at the expiration of their sentence to either general law enforcement supervision in the community or, post-prison probation supervision under the authority of the Probation Division of the DOC

Since Georgia's Juvenile Justice system deals with a different court system and has input from a number of different agencies, the juvenile emphasis will be on one pilot site in Fulton County with plans to replicate the program in other areas of the state after program refinement. One Juvenile Probation/Parole Specialist 3 (JPPS 3) position will operate within the existing framework of the DJJ to target this population in Fulton County.

B. SERVICE DELIVERY SYSTEMS

The Georgia Reentry Initiative will build upon existing organizational structures within the state and local partner agencies. Phase One (Prison) service delivery systems and Phase Two (Transition Center) service delivery systems are the primary responsibility of the DOC. Phase Three (Probation/Parole/Community) service delivery is the responsibility of SBPP, DOC Probation and community members. Community assessments will be completed to identify existing case management services and gaps. Local RSCs will then be responsible for identifying or creating resources to fill these gaps so that support systems established in the institution are mirrored in the community. A broad analysis of existing statewide resources and gaps are listed in **Exhibit 3**.

EXHIBIT 3

GEORGIA REENTRY SERVICES

	Phase I	Phase II	Phase III
Substance abuse treatment/drug testing	Y	Y	Y
Mental health treatment	Y	Y	Y
Housing	Y	Y	Y
Educational services	Y	Y	Y
Batterer intervention programs	Y	Y	X
Job skills and employment programs	Y	Y	Y
Restitution mechanism/victim services	Y	Y	Y
Aftercare/Peer support groups	Y	Y	Y
Criminal behavior & trigger avoidance counseling	Y	Y	Y
Noncompliance consequences/sanctions	Y	Y	Y
Family involvement/reunification	X	X	X

Y= Currently available; X = Planned for reentry project

C. TRANSITION TEAM

Over 18,000 adults are admitted to Georgia prisons each year, with sentences ranging from one year to life in prison. Due to the sheer size of the Georgia prison system, the Georgia RSC has decided not to form transition teams during phase one (prison), but at phase two, at the transition centers. Please note that during phase two, the targeted offenders are still state inmates serving a prison term, albeit in a minimum-security facility (transition center). During phase two, which lasts six to nine months, the inmates are gradually given more freedom from the facility. During phase two the offenders transition from inmates to members of society, the majority of whom are under correctional supervision. During this period the offenders/inmates are fully

engaged in the planning for reentry. Services will continue to be delivered during phase one as outlined in **Exhibit 3**. Georgia's ongoing Residential Substance Abuse Treatment (RSAT) grant program, located in selected prisons, provides substance abuse treatment services to incarcerated offenders nearing the end of their sentence. Offenders successfully completing RSAT during phase one will receive priority for placement in phase two.

Offenders will be assigned to transition teams upon admission to a transition center. Each team will be comprised of treatment providers, DOC security, counseling and employment staff. Current DOC structure employs substance abuse and employment counselors, and offers educational, mentoring and chaplaincy services.

The phase three participants on the transition team will vary depending on the release authority. Parole officers will serve as transition team leads for those released under parole, and probation officers will serve as team leads for those under probation. These team members will engage the offender prior to release in the community. Probation and parole officers will work in concert with service providers, local law enforcement, and community organizations as determined by the offenders needs.

Georgia intends to increase capacity by coordinating existing efforts and resources to create a synergistic reentry model that supports reintegration rather than the current model that requires offenders to overcome barriers without assistance. The goal of the reentry program is to maximize the productivity of existing resources without adding new staff. Cross-agency communication and training will be critical to the success of the Georgia Reentry Initiative.

In an effort to continue building on cross-agency communication and training, the RSC and transition teams will use input and guidance provided by victims, victim advocacy agencies/groups to formulate portions of the reentry phase. In addition, the transition teams will

provide resources to enable families to be part of the offender's rehabilitation process. Specifics of this phase will be guided by the input from the victims, agencies/groups and families.

D. SYSTEM OF OFFENDER ASSESSMENTS

The risk/needs assessment (Northpointe COMPASS) will be administered by DOC counseling staff as inmates enter into the transitional center. The narrow-band assessments, such as ASI or TABE, may have been completed at any time during the inmate's period of incarceration and will be contained in the file for review. The counselor, in conjunction with the reentry team, consisting of parole, probation, labor, human resources, etc. will then develop a case plan which will include interventions prior to release, during transition and after release into the community.

E. SYSTEM OF OFFENDER REENTRY PLANS

Offender participation in reentry planning is critical. Reentry planning begins immediately after assessment. The offender must agree to the jointly developed plan and understand that compliance or non-compliance with the plan will result in appropriate rewards and sanctions being applied. In addition to the services outlined in **Exhibit 3**, family case managers will insure that when appropriate, special emphasis is placed on reunification, parenting skills and other fundamental life maintenance issues. Individualized reentry plans will be updated at regular intervals or when there are significant changes in offender risk or needs.

F. CONTINUUM OF SUPERVISION

ADULT POPULATION

The critical point for any reentry model is the moment of release when supervision shifts from the institution to the community. Graduated levels of supervision will be employed with the most intense community supervision/surveillance occurring immediately upon release. Based on risk level, approximately 50% of offenders released through transition centers are currently

released under electronic monitoring supervision. As the offender makes progress on the reentry plan, and as reassessments indicate, supervision levels are gradually reduced. Georgia is concerned with long-term economic stability and pro-social behavior and employs a long-range view of success. As such, any violation of the reentry plan will be met with swift, certain and proportionate sanctions. The SBPP was recently selected as one of four states to participate in a technical assistance project that is undertaking a thorough examination of parole violation and revocation practices. Findings from this examination will be used in the reentry project. Offender progress on the reentry plan will be appropriately rewarded up to and including early discharge from parole or probation supervision.

Approximately 60% of the targeted population self-report alcohol and other drug abuse, and as such, drug testing is a key component to both treatment and surveillance. As a result, the CJCC voted to leverage \$1,000,000 in Violent Offender Initiative/Truth in Sentencing funds for drug testing during phase three of this initiative.

The Georgia Department of Corrections and the State Board of Pardons and Paroles have an established protocol for faith-based volunteers to work with inmates prior to release, meet them on the day of release and maintain support for the first six months after release. Inmates must volunteer to be matched with a volunteer/mentor. Faith-based teams from all denominations are solicited and trained as a joint project of DOC and Parole staff. Teams are made up of four people from a church, with one serving as a team leader. Background checks are conducted on team members, with exceptions made to those with a prior criminal record on a case-by-case basis. After the training is completed, the team begins writing the inmate to establish communication. They are allowed visits with the inmate prior to release to identify and assist with the transition process. In many cases, it is the team that picks up the inmate on the day of release from prison and accompanies him/her to the parole office. The linkage continues with

the parole office, offender and team for approximately six months after release, when the offender is stable with housing, employment, family and ancillary services.

The above will be the suggested protocol for matching inmates with faith-based volunteers. It has been in existence for over two years and the process has been refined to meet DOC, parole, offender and faith-based needs and requirements. Each local site will however be able to establish a protocol, which best fits the needs of the community.

JUVENILE SVCO PROGRAM IN FULTON COUNTY

Youth recommended by the Fulton County Screening Committee and approved for the program by the SVCO Juvenile Probation/ Parole Specialist 3 (JPPS 3) will have their cases referred by the JPPS 3 to a private contractor. The contractor will further assess the youth's case and develop a service plan in conjunction with DJJ Institutional staff and DJJ Community staff. Service planning will begin approximately 60 days prior to the youth's anticipated discharge date and the JPPS 3 will be responsible for ensuring this planning takes place. As part of this planning, a series of treatment passes will be utilized to successfully re-integrate the youth back into the community. The private contractor will provide the youth and their family with Multi-Systemic Therapy (MST) for up to 3 months, as needed during this phase of reentry and their subsequent placement at home.

MST adopts a socio-ecological approach to understanding reentry issues. Contributing factors are found not only in the youth (values and attitudes, social skills, etc.) but also in the youth's social ecology: the family, school, peer group and neighborhood. MST uses the family preservation model of service delivery as it is home-based, goal oriented and time-limited. It is present-focused and seeks to identify and extinguish behaviors that are of concern not only to referring agents but also to the family itself. The period of MST involvement will typically be

between 3 to 4 months. Collaboration with community agencies is a crucial part of MST. The school is a key player and workers may be in daily contact with teachers and administrators. MST therapists also work in close partnership with probation officers. There may be a need to involve the youth in substance abuse treatment or seek a psychiatric consultation about a parent, for example.

While the initial MST involvement may be intensive, perhaps daily, the ultimate goal is to empower the family to take responsibility for making and maintaining gains. An important part of this process is to foster in the parents the ability to be good advocates for their children and themselves with social service agencies and to seek out supportive services and networks. MST therapists work in the family home rather than in the office and are available 24 hours a day if needed. The average caseload is four to six families per worker. Especially in the beginning, the worker may be in the home every day. As needed, they will spend time at school and meet with the youth's peer group and extended family. Workers are closely supervised and monitored for adherence to the MST principles and receive weekly guidance and feedback about their interventions with the families on their caseloads.

MST is designed to be an intense but short-term involvement that can result in the generalization of treatment gains over the long-term. Ideally, the frequency and duration of contacts will decrease over time, being intense in the beginning but lessening as improvements are observed. No social service intervention can last forever, so the ultimate goal is to empower the family or other caregiver to continue with the strategies and interventions that were successful.

The JPPS 3 will provide case management services to youth along with support from the DJJ Intensive Supervision Program that can include electronic monitoring or other tracking

services. The Weed and Seed Surveillance Officer from City of Atlanta and Fulton County Juvenile Court will provide after-hours checks on youth in the program. Thus, the Juvenile SVCO will improve the chances for the successful reentry of violent offenders and also facilitate improved communication and planning between DJJ Institutional staff and DJJ Community Corrections staff, as well as fostering working relationships between city, county, and state juvenile justice agencies.

G. CONTINUITY OF SERVICES

As outlined in **Exhibit 3**, most adult core services are currently available in all phases; however, Georgia's primary reentry deficit lies in the coordination of services. At the statewide level, the most significant core service gaps lie in long-term housing and family re-unification. The foundation for developing a continuity of services is: team case management, community assessments and local reentry development, management, evaluation and sustainability.

The RSC will meet as necessary to discuss reentry activities and efforts. As part of the meetings, RSC members will be asked to provide local contacts, as well as, guidance concerning existing services and the "best practices" for forming effective linkages. From the contacts provided by the RSC, local teams will be formed, and these persons will be responsible for bringing in other members and establishing the best ways to collaborate and link services for the reentering offender. The working team will hold frequent meetings with the local teams that will serve to provide dialogue concerning the best foundation for building lasting collaborations.

COMMUNITY ASSESSMENT

A comprehensive needs and assets assessment for each target community is critical to the long-term success and sustainability of Georgia's Reentry Initiative. Such assessments will help identify the local reentry issues that are the most prevalent for each specific community and target adult and juvenile populations, along with existing resources available to address those

issues. The assessment process will facilitate a dialogue regarding the nature and extent of the reentry problem, how the issue is perceived among diverse populations and a strategic plan appropriate for seamless integration of both adult and juvenile offenders into the local community.

Prior to conducting specific assessments, a community mobilization process will be established to introduce the project and involve community leaders in the process. Significant elements during this initial stage include defining the community, involving key leaders (formal and informal), creating and building a team (local RSC) and assessing community readiness. Here, consideration will be given to potential barriers and prevention issues in diverse communities. To increase the chances for success, applicable local issues must and will be addressed in the introduction phase of the project.

Collecting pertinent and appropriate data is key to the community assessment. Properly analyzed, the data will be used to inform the community on what problems exist and how they compare with similar communities locally, statewide and nationally. The data will also equip the community to effectively develop a theory of change; set baselines; establish performance measures; and evaluate progress, process, outcomes and the local impact of Georgia's Reentry Initiative.

Survey methods including focus groups, community forums, key leader informant surveys, service provider surveys, client/participant surveys, target population and market surveys will be used. As such, a series of questionnaires must be administered to reflect enforcement, prevention, education, public policy and media information through data, surveys, focus groups and personal opinion. The reentry needs-based strategic plan will be developed from the information collected in the community assessment. These tools and processes will allow each community to develop goals, objectives and actions for a blend of individual and

environmental strategies-- resulting in changes in policies, programs, and procedures that affect attitudes and behaviors towards the reentry of offenders into local communities.

An eight-step process will be used for the community assessment:

- 1) Establish community assessment team and work group;
- 2) Examine existing available data and identify sources for additional data;
- 3) Develop a data collection plan and timeline;
- 4) Implement the plan;
- 5) Analyze and prioritize the data by risk factors and protective factors ;
- 6) Identify gaps and collect additional data as required;
- 7) Inform the community of the results, prioritize needs to be addressed, establish appropriate strategies and services;
- 8) Collect new data for ongoing evaluation, modifications and enhancement

The Georgia Reentry Community Assessment Model represents notable significance for program replication in various settings leading to the establishment of a continuum of care that prevents reoffending; enhances public safety; assists offenders to avoid crime, engage in pro-social community activities and meet family responsibilities; and ensure program sustainability.

Although the specific components of community assessments have been established, the tool has yet to be designated. The tool to be used will be created and developed, based on the needs of this project, by a collaborating university. At this time, the state University that will be utilized to conduct the assessments has not been designated.

H. DEFINE TERMS AND CONDITIONS

Reentry plans will be formalized and enforced by the respective supervising authority. Most inmates are released prior to the expiration of their prison sentences. The standard release conditions are augmented by a number of special conditions that target specific criminogenic risk and needs. The reentry plans will personalize these conditions to ensure that individual needs are met. Offenders released on parole will report to a parole officer and those released to probation will report to a probation officer. These officers provide continuous supervision and periodic case staffing with the other service providers. Plan noncompliance and goal accomplishment will

produce sanctions and modifications of the reentry plan. Hearings and court appearances will occur when necessary.

I. PLAN FOR PROGRAM SUSTAINABILITY

The Reentry Project will be sustained through leveraging local resources as no permanent state-funded positions are created in this project. The lessons learned from this project will be integrated into standard operating procedures. A sustainability plan will be developed by the RSC at least one year before the expiration of the grant. In the juvenile arena, continuation funding will be sought through DJJ in state grant funds available from CYCC.

J. STAFF RESOURCES

Please refer to Part V, Section A of the narrative.

K. INFORMATION SHARING/DATA COLLECTION

The SBPP and the DOC Probation Division currently use an Oracle-based information case management system. Both systems allow for the analysis of data collected on parolees and probationers. The DOC Prison Division and the SBPP have shared a mainframe database containing offender information for over 30 years. SIP has gone a step beyond, integrating probation, parole and local law enforcement case management into one comprehensive system.

The DJJ also maintains a statewide database on juvenile offenders called OTIS. It contains demographic information, current offense, prior record, IQ, mental health and medical assessments, drug use, school/vocational information and offense history. This system will allow for the collection of comparison data as well as recidivism and outcomes for youth served by the program.

Evaluation and Documentation

The Georgia Reentry Initiative requests inclusion in the national evaluation, agrees to provide any additional information requested prior to selection, and to abide by the requirements

of the evaluation program. The Georgia RSC will comply with all requests to help identify and provide access to control/comparison populations; collect specific data and provide access to other information; and assist in the tracking/follow-up of offenders in research samples. If selected for inclusion in the multi-site evaluation, Georgia is committed to rigorous evaluations, including, but not limited to pre-and post-program measures. Georgia is uniquely qualified to support research for several reasons: a combined GDC/SPBB database containing 30 years of offender data, Oracle-based electronic case management systems in both probation and parole, and Georgia's expanding offender population resulting in more offenders than treatment slots, permitting ethical random assignment for research purposes.

At the conclusion of the first year, of the Juvenile SVCO Program, an outside firm will conduct a research project studying recidivism rates between program participants and a similar control group of non-participants. The Children and Youth Coordinating Council (CYCC) has committed to funding this outcome study. Adjustments will be made in order to perfect the model for replication throughout the state in future years.

Georgia Impact Program Project Implementation Timeline

MONTHS 1-9

- Recruit and select statewide reentry coordinator
 - Convene first post-award State Reentry Steering Committee (RSC)
 - Interagency “What Works” Advisory Committee selects assessment instruments
 - Assemble local Reentry Steering Committee to receive charges of Statewide RSC
 - Appropriate MOUs / MOAs signed
 - Create statewide individual offender reentry plan model
 - Begin statewide and local media campaign to educate public
 - Initiate Community Assessments
-
- 9) Establish community assessment team and work group;
 - 10) Examine existing available data and identify sources for additional data;
 - 11) Develop a data collection plan and timeline;
 - 12) Implement the plan;
 - 13) Analyze and prioritize the data by risk factors and protective factors ;
 - 14) Identify gaps and collect additional data as required;
 - 15) Inform the community of the results, prioritize needs to be addressed, establish appropriate strategies and services;
 - 16) Collect new data for ongoing evaluation, modifications and enhancement
-
- Assess availability of existing offender data, develop offender case management system / data collection plan
 - Contract with service providers and recruit local resources
 - Complete local staff training on assessments and family case management model
 - Assemble transition teams
 - Savannah Impact contracts with additional resources, becomes complete model
 - DJJ Serious, Violent, Chronic Offender Program initiated
 - Plans for remaining target sites completed
 - First year annual report and recommendations from local RSCs to statewide RSC
 - Update meetings with local and state RSCs
 - PHASE II MEDIA BEGINS IN NEW TARGET SITES
-
- Quality control audits performed
 - Joint statewide strategic plan completed for year two

MONTHS 10-24

- Second statewide RSC meeting

- Expand to other target locations – replicate SIP
- Develop statewide and local sustainability plan
- Modify standard operating procedures as appropriate
- Community resource reassessment and reentry plan modification as required
- Month 18 – Georgia Impact Conference (includes statewide and local stakeholders)
- DJJ evaluation begins
- Second Year report and recommendations
- Quality control audits performed

MONTHS 25 – 36

- Third Statewide RSC Meeting
- Community resource reassessment and reentry plan modification as required
- Implement sustainability plans
- Georgia Impact Program Best Practices Statewide Workshop and Teleconference
- Final Report